

UNITED STATES OF AMERICA
POSTAL REGULATORY COMMISSION
WASHINGTON, DC 20268-0001

Annual Compliance Review, 2021

Docket No. ACR2021

CHAIRMAN'S INFORMATION REQUEST NO. 21

(Issued February 25, 2022)

To clarify the Postal Service's FY 2021 Annual Performance Report (*FY 2021 Report*) and FY 2022 Annual Performance Plan (*FY 2022 Plan*),¹ the Postal Service is requested to provide written responses to the following requests. Answers should be provided to individual requests as soon as they are developed, but no later than March 4, 2022.

Strategic Initiatives

1. On March 23, 2021, the Postal Service issued the Delivering for America plan, which was a new strategic plan to achieve financial sustainability and service excellence over the next 10 years.² In the *FY 2021 Annual Report*, the Postal Service states it "established strategic goals as described in the Delivering for America plan. To help achieve these goals, the organization has implemented a portfolio of strategic initiatives and a rigorous portfolio management process." *FY 2021 Annual Report* at 52.

¹ The *FY 2021 Report* and *FY 2022 Plan* are included in the Postal Service's FY 2021 *Annual Report to Congress*, which the Postal Service filed with the FY 2021 *Annual Compliance Report*. Library Reference USPS-FY21-17, December 29, 2021, folder "FY21.17.Annual.Report," file "FY 2021 Annual Report to Congress.pdf," at 32-53 (*FY 2021 Annual Report*).

² United States Postal Service, *Delivering for America: Our Vision and Ten-Year Plan to Achieve Financial Sustainability and Service Excellence*, March 23, 2021 (Delivering for America), available at https://about.usps.com/what/strategic-plans/delivering-for-america/assets/USPS_Delivering-For-America.pdf.

- a. In Docket No. ACR2020, the Postal Service stated, “The Delivering for America plan aims to realize our goals to Achieve Service Excellence and Financial Sustainability while providing Excellent Customer Experiences and a Safe Workplace and Engaged Workforce.”³ Please confirm that these goals are the strategic goals established in the Delivering for American plan. If not confirmed, please identify and describe each strategic goal in the Delivering for America plan.
 - b. Please explain how the strategic initiatives will help achieve the strategic goals in the Delivering for America plan.
2. The *FY 2021 Annual Report* lists the Postal Service’s FY 2021 and FY 2022 strategic initiatives. *FY 2021 Annual Report* at 53. The Postal Service states, “[e]ach strategic initiative has a specific set of measures to track performance aligned to optimize short-term performance and build long-term capabilities.” *Id.* at 52.
 - a. Please provide a public description or definition for each strategic initiative.⁴
 - b. Please provide the performance measures the Postal Service will use to track the performance of each strategic initiative in FY 2022. Please include FY 2022 targets, if applicable.

By the Chairman.

Michael Kubayanda

³ Docket No. ACR2020, Responses of the United States Postal Service to Questions 2-3 of Chairman’s Information Request No. 27, April 9, 2021, question 2.b.ii.

⁴ The Postal Service previously described each strategic initiative in its *FY 2020 Annual Report to Congress*. See Docket No. ACR2020, Library Reference USPS-FY20-17, December 29, 2020, file “FY2020 Annual Report.USPS.FY20.17.Rev.5.14.2021.pdf,” at 57.